



Roanoke Gas

Safety Management System
Gap Analysis
The Journey

What is a Safety Management System?

- Safety Management Systems continuously identify, address and monitor threats to the safety of company operations.

Pipeline Safety Management System

- Pipeline Safety Management Systems are management tools that will help a pipeline operator comprehensively manage all aspects of pipeline safety.
- Consists of 10 Elements

SMS-10 Elements

- Leadership and Management Commitment
- Stakeholder Engagement
- Risk Management
- Operational Controls
- Incident Investigation, Evaluation, and Lessons Learned
- Safety Assurance
- Management Review and Continuous Improvement
- Emergency Preparedness and Response
- Competence, Awareness, and Training
- Documentation and Record Keeping

Preparing for the Journey

- Hired a consultant to assist in SMS gap analysis
- The consultant reviewed our existing safety programs

Existing Programs

- Established a 3-tier safety committee structure with Human Resources involvement
- Corporate goals tied to safety
- Conducted 2 safety culture stand-downs
- Established a non-punitive reporting policy
- Implemented a QA/QC inspection program

Preparing for the Journey

The consultant:

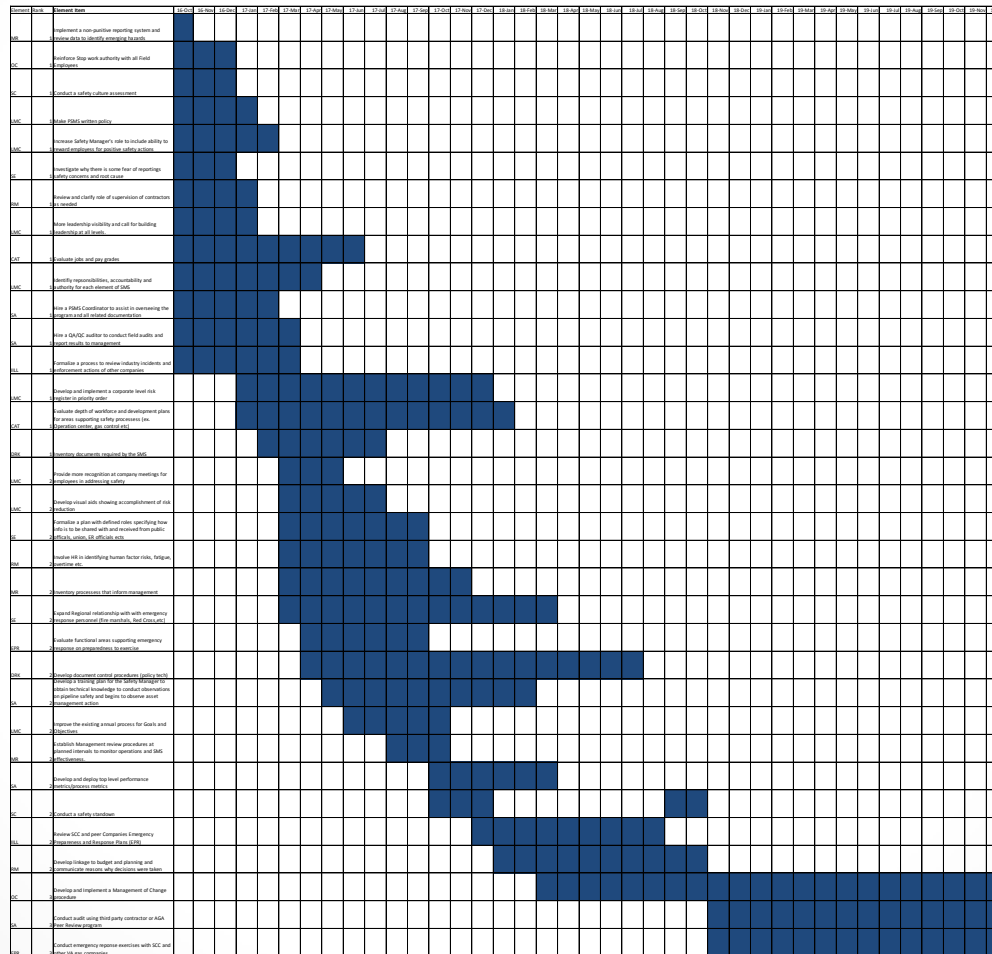
- Interviewed executives, managers, employees and “ride-alongs” with field personnel
- Gathered information to identify gaps
- Final report, roadmap with implementation timelines

The Journey Begins . . .

The report:

- Identified 34 gaps in our processes to be bridged
- Prioritized the gaps identified
- Developed a GANTT chart for the next 1-5 years

SMS GANTT Chart



Gaps to Bridge

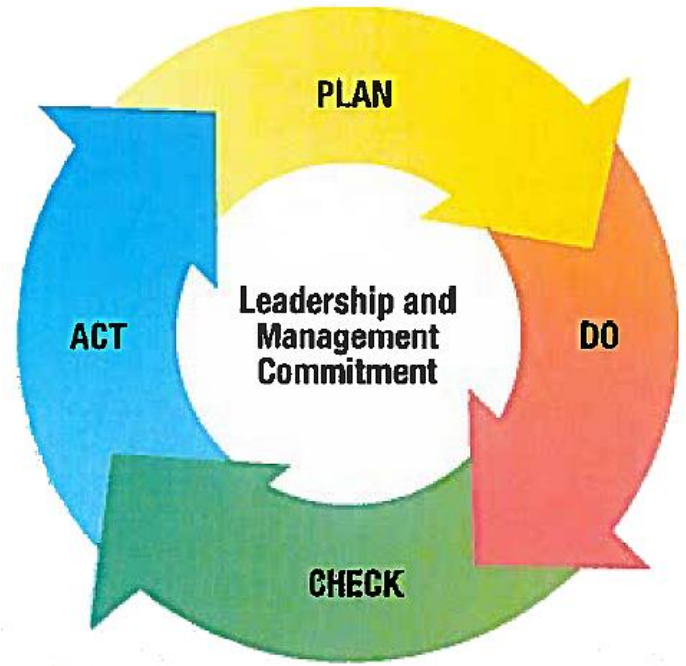
- Develop a corporate risk register
- Identify accountability and authority for each of the 10 elements of the SMS
- Expand the role of Safety Manager, increase authority to reward employees
- Increase recognition at employee meetings associated with safety, risk reduction
- Develop and implement a Management of Change procedure

Notable Mileposts

- Conduct a Safety Culture Assessment
- Create an SMS written policy
- Hire an SMS Coordinator
- Develop a Risk Register
- Recognition of SMS accomplishments

Perpetual Journey

- Continuous planning
- Continuous implementation
- Continuous evaluation
- Continuous improvement



Rewards of an SMS

- Increases pipeline safety - reduction in risks
- Enhances and strengthens our safety culture
- Moves away from a “checkbox” mentality to understanding the health of our pipeline systems
- Moves from compliance to choice

Quotes

- “Working safely may get old, but so do those who practice it.”
- Prepare and prevent, don’t repair and repent.”
- “It will never happen to me.”